

## LEEDS CITY COLLEGE GROUP

### MINUTES OF THE MEETING OF THE LEEDS CITY COLLEGE BOARD HELD ON MONDAY 11 JUNE 2018

#### Present

Colin Booth	CEO & Principal
Danielle Choma	Staff Member
Mark Garratt	Co-optee
Ken Morton	Governor
Hayvi Rahem	SU President
Tina Turnbull (Chair)	Governor
Louise Walker	Co-optee

The quorum for the meeting was three members (including at least one governor)

#### In Attendance

Lydia Devenny	Deputy CEO Services
Janet Faulkner (item 15)	Dean of HE & Professional Studies
Melanie Halstead	Clerk to the Board
Bill Jones	Deputy CEO Curriculum & Quality
Russell Larkin (item 8)	Head of Systems Development & Reporting
Jeanne Rogers (item 14)	Director of Quality, Teaching & Learning
Gemma Simmons-Blench	Vice Principal Curriculum

The meeting was held at the Printworks Campus and started at 5pm

#### MEETING ADMINISTRATION

##### 1. Apologies for Absence

Apologies for absence were received from Jonathan Booth (Co-optee).

##### 2. Determination of Observers/Attendees at the Meeting

The board agreed attendees/observers at the meeting as per the above attendance list.

##### 3. Declaration of Interests in any Agenda Items

Board members were reminded of the requirement to declare their interest in any agenda items. Tina Turnbull declared an interest in agenda items 10 and 11 (delivery partnerships and supply chain fees and charges policy) in her capacity as Chief Executive of People Matters; it was agreed that Ken Morton would chair the meeting for those items of business. With regard to agenda item 9c (SEND), Tina Turnbull advised that her organisation (People Matters) was involved in supported internships.

##### 4. Minutes of the Meeting of the Board held on Monday 12 March 2018

###### RESOLVED:

That the minutes and confidential minutes of the meeting of the board held on Monday 12 March 2018 be approved as an accurate record and be signed by the Chair.

## **5. Matters Arising**

Members considered the actions and matters arising from previous board meetings; all identified items had been or were on schedule to be completed.

## **6. Communications**

Board members provided feedback from recent visits to the college, including the recent student debate on voting at age 16 and link governor meetings on SEND and safeguarding.

The CEO & Principal reported that the Group Board had agreed a new Group Strategy in April 2018. Following on from this, it was proposed to hold a group wide board member engagement event early in the new academic year. Work was also ongoing to agree a new name for the group.

## **GOVERNANCE AND COMPLIANCE**

### **7. Review of College Strategic Risk Register**

A new risk relating to the very large and complex GCSE English and mathematics examinations had been added to the college's risk register. This followed a potentially serious issue with the first mathematics paper this year where delays at the Park Lane campus led to students being affected. Mitigating actions included the creation of a Task & Finish Group with the VP Curriculum taking direct control of processes and contact with awarding organisations to minimise any possible negative impact of examinations already undertaken. The board sought and received assurance that the staffing and management issues were being addressed to prevent a reoccurrence.

The board queried whether the reduced scoring (from 16 to 12) of the risk relating to apprenticeship income was justified. The CEO & Principal explained that the college had recruited better than expected over the last month or so.

Board members also requested a review of the scoring of the risk relating to a major incident leading to the college being unable to operate for a substantial period of time; the Deputy CEO Curriculum & Quality undertook to review this and report back at the next meeting.

As at June 2018 there were no red (significant) risks after mitigation.

## **8. College Data Dashboard**

The board received a demonstration of the live data dashboard and the drill down facility available to board members. It was suggested that a summarised commentary explaining any significant variances in the data be prepared for board members. The board welcomed the significant progress made in developing the dashboard and in particular the timeliness of the data.

## **9. Term Two Monitoring Reports**

The board received a series of reports designed to provide assurance as to how the college was complying with its statutory duties in the following areas:

- a) Safeguarding and Prevent
- b) Health and Safety
- c) Special Educational Needs and Disabilities
- d) Equality, Diversity and Inclusion

In considering the breakdown of safeguarding referrals, board members asked that peer-on-peer data be differentiated within future reports. Arising from discussion, the Deputy CEO Curriculum & Quality undertook to look into whether staff training on Prevent should be refreshed every three years, as with other mandatory training.

A discussion took place around the support to be provided to SEND students relocating as part of the college's property strategy plans.

## **10. Delivery Partnerships for 2018/19**

The Deputy CEO Services introduced a report detailing the college's proposed delivery partnerships and maximum contract values for 2018/19. The arrangements for board level monitoring of sub-contracting were discussed and noted, the first monitoring report for 2018/19 being scheduled for December 2018.

**RESOLVED:**

That the Group Board be recommended to approve the college's proposed delivery partnerships for 2018/19, up to the maximum contract values detailed in the circulated report.

## **11. Supply Chain Fees and Charges Policy for 2018/19**

The Deputy CEO Services proposed the following changes to the college's supply chain fees and charges policy for 2018/19:

- In order to minimise the risk of a VAT liability, references to "management fees" to be replaced with "fees".
- Addition of a paragraph to confirm that the college reserves the right to hold a retention against the contract.

Members were satisfied with the changes proposed and agreed to recommend the policy for Group Board approval.

**RESOLVED:**

That the Group Board be recommended to approve the college's supply chain fees and charges policy for 2018/19.

## **PERFORMANCE MONITORING AND SCRUTINY – QUALITY AND STANDARDS**

### **12. Predicted Achievement Rates**

Board members considered the 2017/18 predicted achievement rate by provision type and level, enabling a comparison over time and by level against the provider group rate. The college's overall predicted achievement rate was reported to be 87%, representing a 1% point increase on the previous academic year, an 8.1% point increase since 2014/15 and 2.6% points above the provider group rate (that being the most appropriate benchmark).

The predicted achievement rate for apprenticeship provision in 2017/18 was reported to be 74%, representing a 7.3% point improvement on the previous year and 14.8% point improvement over 2 years.

### **13. English and Maths Progress Report**

The VP Curriculum presented a summary of English and maths in-year progress. At its previous meeting the board had emphasised the importance of it gaining a view on whether students were leaving the college with a grade to enable them to progress into employment in addition to having a view on levels of progress – the report presented at this meeting included this additional information and this was welcomed by board members.

The introduction of Hegarty, an online resource for maths, was reported to be having a positive impact on student engagement both in and out of the classroom. It was noted that GCSEPod would be introduced for English from September 2018 to develop further online learning. The VP Curriculum provided an update on the progress being made to gain 'centre of excellence' status for maths.

Board members were pleased to note that student satisfaction had risen significantly in relation to English and maths, providing a good indication that the college's model is working.

#### **14. Teaching, Learning and Assessment (TLA)**

The college's TLA strategy for 2018/19 was discussed along with the outcomes of observations carried out thus far in the 2017/18 academic year. In relation to the latter, the gap in the completion rate of observations of apprenticeship provision, compared to that of the college, had narrowed significantly from a 21% point deficit, to 6%. This had been highlighted by the board as an area for focus and members were therefore pleased to see the progress being made.

#### **15. Higher Education (HE) Report**

The Dean of HE & Professional Studies reported on the performance of the college's higher education provision, including:

- The achievement of Foundation Degree Awarding Powers (FDAP) effective from 1 September 2018.
- In-year retention and predicted achievement for 2017/18 on target at 95% and 86% respectively.
- Teaching Excellence Framework (TEF) Bronze award for Leeds City College (LCC) and Leeds College of Music (LCoM) combined. It was reported that this outcome was due to a combination of low continuation (LCC) and poor NSS results (LCoM). The board sought and received assurance that the college had put in place strategies to improve both continuation and NSS results although it was acknowledged that it might take a number of years for this to impact upon the TEF ratings due to the historical data which the TEF is based on.
- Office for Students (OfS) – the college's application for registration with the new OfS had been submitted, the outcome of which should be known by mid September.

#### **16. Human Resources and Organisational Development – Term Two Update**

The Deputy CEO Services presented an overview of key activities and measures for the period January to April 2018. In considering the data on leavers, board members noted that around 61% of the leavers had worked for the FE colleges (Leeds City College and Keighley College combined) for less than 2 years. The Deputy CEO Services advised that whilst no particular trends had been identified, this would be an area of focus going forward.

It was noted that a new Director of HR and OD (from the education sector) would take up post in July 2018.

A discussion took place relating to industrial relations and recent correspondence from trade unions regarding fair pay for staff at Leeds City College. Board members emphasised the need for investment decisions to consider all options and to be informed decisions.

## **PERFORMANCE MONITORING AND SCRUTINY – FINANCIAL**

### **17. Financial Position and Forecasts 2017/18**

The college was forecasting to exceed its EBITDA target with a year end forecast of £5,611k (9.77%) against the budgeted position of £5,122k (8.85%).

**RESOLVED:**

To note the college's financial position and forecasts as at 30 April 2018.

### **18. 2018/19 Operating Budget**

The Deputy CEO Services presented a final draft of the college's operating budget for 2018/19 which would form part of the consolidated group budget to be presented to the Group Board in July. The budget presented provided for EBITDA of 8.9% compared to a 2017/18 forecast outturn of 9.8%. The board considered the key movements in budgeted income, those being:

- A reduction in ESFA 14-24 income resulting from a reduction in high needs funding and school placements.
- An increase in ESFA Adult Education Budget, resulting from planned growth of 3% on delivery and a reduction in the discretionary learner support allocation.
- Apprenticeships – reduction of £0.5m in recognition of current year position and existing challenges around apprenticeship recruitment.
- An increase of £0.6m on advanced learner loans and HE income, recognising growth in both aspects.
- A significant increase in project income (£0.4m) via West Yorkshire Consortium of Colleges (WYCC) bids.

Other key movements in the budget included:

- Growth in staffing as lagged funding growth exceeds expectations, resulting in cost ahead of income profile, and additional posts to accommodate planned growth in apprenticeships and HE.
- Property Strategy developments – new site on Leathley Road, re-opening of Rothwell Centre and introduction of Animal Care courses at Temple Newsam.

The board approved the draft budget subject to a final review by the Group Executive prior to the consolidated group budget being presented to the Group Board in July. It was agreed that any proposed changes to the budget presented and agreed at this meeting would be circulated by email in advance of the Group Board meeting.

**RESOLVED:**

To approve the 2018/19 operating budget for Leeds City College, subject to a final review by the Group Executive.

The meeting closed at 7.20pm

Signed: ..... (Chair)

Date: .....